

Tuesday

12 October

25X1

TimeActivity

1000

Start

1000 - 1200

Introduction to Creative Thinking and film

1200 - 1300

Lunch

1300 - 1700

Brainstorm -  
 Support to CIA "1982-1992" wide-open exchange  
 of ideas, no limits, no rules or directions,  
 let your imagination be your guide.

1700 - 1900

Dinner

1900 - 2100

Continue Brainstorm

2100

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Friday

15 October @ Room 7D32 HQ

1300 - 1500

Followup meeting to evaluate ideas from

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## SUPPLEMENTAL SUPPORT PKG

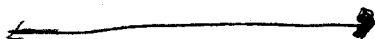
### ADDRESS

- TREND
- ORDER OF MAGNITUDE

WHERE DO WE WANT TO GO?

HOW TO DEFINE ENVIRONMENT IN  
TERMS OF SUPPORT?

HOW TO REACT TO GROWTH IN OTHER  
COMPONENTS?



HT select suitable & quality personnel  
increase <sup>individual</sup> responsibility

### BRAINSTORM

- 1) RECRUITMENT
- 2) FUTURE ENVIRONMENT
- 3) INFO CONTROL

# IHSA Strategic Plan (avail)

Draft - Oct 82

10K Seminars in Agency

1 per person (analyst)

5 for DA

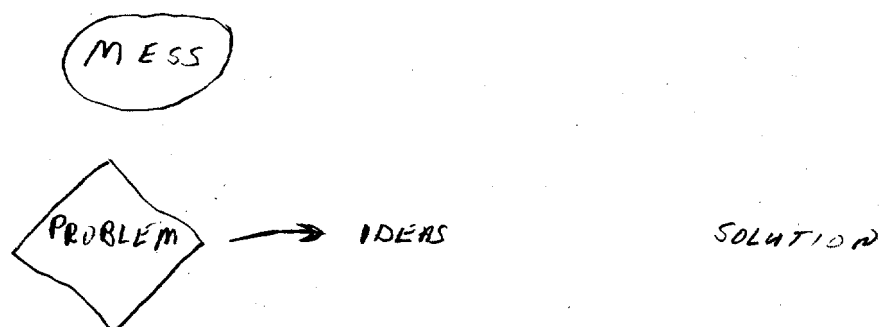
Plan to EXCOM <sup>1981</sup> ~~soon~~ (approval of requirements)

Voice D (Inform of status)

list types of  
lands

Robin  
Blue  
Long  
Black  
Mocking  
Pland

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ENVIRONMENT

- . Employees of the future will be 100% more technical, have a much broader view, will want to be challenged and be better informed.
- . To recruit this employee will require a more selective process and a much better awareness of specific job requirements on the part of recruiters.
- . This employee will be a computer garbage collector rather than a decision maker as known today; i.e., technology will make available and sort huge volumes of data.
- . As this future employee's work becomes more automated, we will need to deal with similar problems that occurred in the automobile assembly line.
- . In many cases, the future employee will have a short-lived productivity and perishable skills, necessitating a very complex training requirement.
- . Additionally, a major factor in employee morale in the future will be to deal with the boredom generated by the automation.
- . The traditional philosophy of centralized versus decentralized support management will become a major issue for senior Agency management in determining the direction that automation will take in the Agency.
- . Management will have to review current organization and administrative processes to determine if automation will drive reorganization and if so, to what degrees.
- . The implication for the future is that the current Management Generalist will no longer be a true generalist but will need to be a highly trained technician capable of administering a paperless office.
- . The ideal candidate for employment will be an employee who has been educated in a school curriculum that has a heavy computer orientation. This will be a challenge to management that was educated in non-computer curricula.
- . In competition for a highly success-motivated employee, the Agency will need to develop a new and attractive package of incentives to compete in the market and will have to vastly improve the rewards during employment.

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- . Management of the future will be much more oriented to a team approach rather than the individual manager as we know them today. At the same time, the responsibility of the individual will be vastly increased and he will be operating in an unpredictable pace and confronted with severe competition for available resources.
- . The support structure of the future will be very specialized with the central support being largely decentralized and the management of support resources being much more centrally managed.
- . A major challenge for support in the next 10 years is that many of the requirements placed on us will not be quantified and will, in many cases, be very broadly defined and not specific. This will be driven by our customers' concept of leaving the quantification and specific measurements up to the experts.
- . As the complexity of new requirements increases, the role of the supplemental support packages will become more important.
- . As overseas  operations become more automated, a concurrent automation of the support provided should occur. In many cases, this will result in a decrease in the support personnel serving overseas.
- . As the requirements become more complex, the need for direct and complete communications between the support design development and the customer will be needed.
- . As the automation of the Agency increases and changes in administration and organization occur to keep pace with automation, the Agency will need to develop and employ a concept of configuration management.
- . If one data base is useable by two offices, will we want to keep two offices? This has serious management implications as to how to handle the employees no longer required.
- . Over the next 10 years, the security horizon will continue to expand.
- . Over the next 10 years, the Agency will have to switch emphasis from strategic planning to tactical plans which will involve line managers (rather than staff) in solving the current gap between the budgeting/programming planning and the strategic planning. The budget planning information is not flexible enough for managers to change resources to meet changing needs. The time lag between program formulation and execution year must be addressed.

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- . The complexity of future requirements and the probable scarcity of resources to meet them will require a much more sophisticated interdirectorate and intradirectoriate management/communications process.

#### PROBLEMS

- . Have to deal with the world as it is now; cannot return to "the good old days."
- . Leaks.
- . A lack of definition as to where we want the Agency to be going.
- . Decision-making level is creeping up--lack of delegation--weakness of middle managers.
- . The ratio between incentives and disincentives to an Agency career is becoming less each year.
- . The dedicated team spirit is not as great as it used to be. The Agency is becoming just another government agency.
- . There is a reluctance on the part of Agency personnel to take risks.
- . How to generate positive publicity.

#### TURF PROBLEMS

- . OL and OF duplication with dealing with vendors should be one operation.
- . ODP/OTE duplication in training.
- . Component/OTE duplication in training.
- . ODP/OC running the same lines.
- . OS/OC duplication in Comsec.
- . IMS/ODP/OIS duplication.
- . OIS/OS duplication in control of Agency documents.

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RECRUITMENT

- . Target specific individuals who are already employed and established in private industry or other government agencies rather than hiring new employees with no skills (head hunting).
- . Lower our standards.
- . Emphasize flexible firing after short period if needed.
- . Bring on board and then process for security and medical clearances (find use for non-cleared personnel).
- . Cash bonus to sign with the Agency.
- . Cash bonus to current employee who brings in another employee.
- . Establish a scholarship for hard-to-get skills.
- . CIA ROTC.
- . Japanese lifetime-style employment (spouse employment, day care, scholarships for children based on years of employment, recreational facilities).

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- . Develop an Agency health plan.
- . Expand the Co-op Program.
- . Drop the pay scale and establish specialty for hard-to-get skills (bonus babies).
- . Improve internal mobility.
- . Decentralize recruitment; make each Directorate responsible for its own.

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- . Contract out recruitment.
- . Decentralize activities (not everyone wants to live in Washington area).
- . Set up terminals in homes so that employees can be hired to work at home.

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- . Outside consultant to determine the problem.
- . Change security requirements--up-front polygraph, provisional clearances, various levels of clearances.

INFORMATION CONTROL

- . The automated office will require a new definition of employee roles; i.e., who will be the office manager--the secretary, the analyst, a new type of technocrat? Will we need a registry function, and conversely, will automated registries replace the office pool as we know it today?
- . There will be transition problems from the current paper dominant office to the paperless office; that is, how to move information. Will the central control points be localized in a system administrator at the local level or will it be controlled at the branch/division/office/directorate/Agency level?
- . The impact of the paperless station abroad and the overseas support infrastructure will be profound: the role of the MG officer will probably be done electronically from Headquarters as well as the logistics, finance, security and generally the secretary function as we know it today. The role of the communications operator will also change. What will remain will be a technical office manager who can use, manipulate, and generally manage real-time in the field data that is stored at Headquarters.
- . How to control information from one central point (common data base).
- . How to replace the pouch system with electronic mail, protect the data in the system (electronic flaps and seals), verify receipt, know if it were intercepted, prevent duplicate collection, handle megabytes of data, record approvals, apportion costs, differentiate between official and nonofficial.
- . How to purge information, prioritize compartments, keep others from changing the data, update, coordinate, maintain privacy, how to have adequate backup (redundancy) and instill customer confidence in backups, how to get people to share data, how to deal with voice communications, artificial intelligence, and major improvements in OCR.
- . How to convince management the need to learn hands-on skills, how to differentiate between what the customer wants, needs, and can afford.

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- . How to prevent system-organizational-people obsolescence.
- . How to prevent duplicate collection.
- . How to maintain motivation in a computer age--buy people, challenge them, and trust them.



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- . What is the role of Headquarters regulations and field regulations in the automated world of 10 years from now?
- . One of the main challenges of the next 10 years would be to overcome physical constraints/boundaries such as bandwidth, power, dollars, security and surviveability.
- . The major challenge for management over the next 10 years will be to establish configuration management to coordinate for funding, installation, interoperability, and changes to information processing systems.
- . It is suggested that a senior Agency board be established to oversee the establishment of configuration management for information within the Agency. It is suggested that this board be comprised of each Associate Deputy Director, with the Director of ODP serving as Executive Secretary to the board and the Information Architect as Advisor. This board could direct and manage the establishment of configuration management on an Agency-wide basis for all Agency information.
- . How to identify and retrieve old information which was gathered prior to the automated office.
- . How to have adequate storage (store all or selectively store and how to select items to be stored).

DIRECTORATE OF ADMINISTRATION

- . How to make better use of contractors.
- . How to avoid anticipated staff obsolescence after 5 years.

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- . How to handle surge.
- . How to decide which skills to retain with staff status and which skills should be contracted out.
- . How to organize by people, not by position; i.e., people and skills should determine the grade of the position rather than the grade of the position determining the people who will fill it.
- . How to define acceptable risk and encourage managers to be more innovative.
- . How to build flexibility into Directorate/Agency funding.
- . How to get more incentives for our personnel.
- . How to handle controls/overt controls.
- . How to develop better communications within the Directorate and between this Directorate and other Directorates.
- . How to create a mechanism to establish a development complement to give management a flexibility in adjusting personnel work assignments.
- . How to get authority to use the CIA reserve for positions as well as funds.

SAFE

- . One door.
- . Vault building.
- . A computer lock.
- . Voice lock.
- . Fingerprint lock.
- . Kick lock.
- . Electronically store data; get rid of safe.
- . Roll-up doors.

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- . The vault offices.
- . Staff offices 24 hours a day, 7 days a week.
- . Improve alarms.

SUGGESTIONS

1. ADP Control Officer--This position should be upgraded to establish a full-time function and interconnecting system of technically qualified employees.
2. When electronic files are established, the various security classifications should be changed to one; i.e., a piece of information is either classified or not classified. If it is classified, one universal classification should serve in electronic storage.
3. ODP should establish a major contract with IBM for IBM to provide all hardware services; i.e., maintenance, engineering, production, etc. This would free up ODP personnel to work with customer requirements for software and systems development and to spend more time on ensuring the interconnectivity of all Agency systems. It would also allow ODP to do more configuration management.
4. A study should be conducted to establish the role of the automated office manager.
- ✓ 5. The current DDA office long-range plan should be broadened to 10-year strategic plans and there should be instituted a short-range tactical plan (1 year to 18 months) to cover the time from program plan to the beginning of the execution year. The short-term tactical plan (MBO-type) would be reported on at quarterly meetings. The 10-year strategic plan could be included for review/update at the first and last quarterly review.
6. The Agency should no longer follow the dictates of the Fine Arts Commission and an internal Agency group should set decor.
- ✓ 7. New Agency furniture policy should be established to include anticipated requirements of the automated office.
8. Wherever possible to prevent the shortage of highly specialized skills, we should try to establish independent contractor positions

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wherever job requirements can be specified. Additionally, wherever possible, we should try to use tech reps to fill shortages in special skills.

9. Something should be done to alleviate the bureaucratic burdens of obtaining automated office equipment. More assistance should be given to customers in defining their requirements and when the requirements are identified, the time lag in bureaucratic processing should be drastically streamlined.

10. A thorough review of Agency employee benefits should be conducted with attempts made to improve the rewards for an Agency career. As a minimum, this study should explore the impact of the working spouse and its effect on Agency employment.

11. We should explore the possibility of expanding CIA training of State Department FSOs.

12. OTE should provide advanced writing courses for middle managers.

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